

South African Police Service

Strategic Plan

2010 to 2014

South African Police Service



Compiled by

SAPS Strategic Management

Design and Layout

SAPS Corporate Image: Graphic Design Studio

Language Editing

SAPS Language Management

Further information on the Strategic Plan for the
South African Police Service 2010/2011 can be obtained from:

The South African Police Service National Commissioner

Private Bag X94

Pretoria, 0001

APS Website:

HYPERLINK “<http://www.saps.gov.za>”

www.saps.gov.za

ISBN: **978-0-621-39092-6**

RP08/2010

FOREWORD BY THE MINISTER OF POLICE

The Strategic Plan of the Department creates the opportunity for us to reflect on how far we have come, what commitments we have made and how we measure ourselves in terms of our objectives. It is very clear that our vision of a safe and secure South Africa must be realized if we are going to succeed in creating a better life for all our people. A huge responsibility is placed on us and we believe the Strategic Plan lays the basis for how the country and crime will be policed during the next five years.



Minister of Police
EN Mthethwa

In keeping with our legislative mandate, we are rapidly moving policing in a new direction. As the FIFA World Cup approaches, South Africans have demonstrated their readiness to provide a safe and secure event. However, our commitment articulated in this plan extends beyond the 2010 FIFA World Cup.

Through this plan, we are preparing the country for the type of policing we can expect to see in the forthcoming years between 2010 and 2014: It will be a capacitated professional police force able to intensify the fight against crime and make our country safer.

This plan is in line with the electoral cycle and proposes to give full effect to Government's medium-term strategic framework. The direction by Government is used as a frame of reference to determine the strategic direction of the Department. We have defined our objectives mindful of being a developmental state, where crime has severe consequences particularly on our ability to deliver programmes to our people.

The environment in which the Department has to execute its mandate is a challenging one. We have high expectations of our policemen and women to deliver safety in the face of ongoing contact and property crimes. We have continually indicated our concerns regarding crimes against women and children, the high numbers of robberies and violent crime as well as the need to reduce stock theft and sexual offences.

Therefore the plan creates the basis for us to refocus on: visible policing and crime prevention; enhanced detective services and the capacitating of the Directorate of Priority Crime Investigations; the central role that must be played by crime intelligence and the development of a more disciplined, professional force. In addition, the plan speaks to the establishment of specialized units to address crimes against women and children, the role of war rooms, improvement of human and infrastructure capacity and the importance of developing partnerships.

Despite the challenging environment, the Department has been able to record significant success in its fight against crime. It is a trajectory that we commit ourselves to continuing in the foreseeable future.

Our plan provides a broad framework of key priorities that will be operationalised over the next four years. We intend to accompany this plan with targeted annual performance plans and submit alongside this Strategic Plan the 2010/2011 Annual Performance Plan.

However, the Department's Strategic Plan not only builds on the successes achieved in the past but also charts a new direction for the police, thereby ensuring that our focus remains relevant to the policing requirements of a developmental state.

The success of this Strategic Plan is hugely dependant on the type of policing we can expect to receive. It is also dependent on the types of formal and informal partnerships we are developing with communities, business, labour, traditional authorities, the faith sector and indeed all sectors of society.

I wish to express my gratitude and appreciation to the National Commissioner, the Deputy National Commissioners, Divisional Commissioners, Provincial Commissioners, Station Commanders and indeed every member of the force who have committed themselves to achieving this plan.

Finally, the Ministry would like to take this opportunity to urge all sectors of society, whether they be private, civilian or public sectors, to lend a hand and forge constructive bonds with the Department in eradicating the scourge of crime and building a more prosperous, safe and secure nation.

Sibambisene singabuqeda ubugebengu – together we can defeat crime



Hon. EN Mthethwa, MP
Minister of Police

INTRODUCTION BY THE NATIONAL COMMISSIONER

The SAPS has, during recent years, traversed a difficult period in its history. The mandate that the Constitution bestows on the SAPS to police the country is undoubtedly a key element of Government and affects every aspect of our society. It is, however, not an easy mandate to fulfill, particularly in light of the fact that South Africa is essentially a very young country that is still coming to terms with the difficulties of the past, the constraints of the present and the challenges of the future. There have also been internal developments that have disrupted the functioning of the SAPS and made it all the more difficult for SAPS members to fulfill the extraordinarily important role that this large organisation has to play. This Strategic Plan, however, marks the beginning of a new chapter in the history of the SAPS.



National Commissioner
BH Cele

The SAPS has achieved many successes in the recent past, despite the difficulties that I have described. The intention of this Strategic Plan is to build on those successes, but equally to embark on a new, forceful course of action that will see the SAPS firmly establishing the professionalism, authority and respect that we seek. There are a number of specific priorities that will be pursued over the next four years. There will be an entrenching of discipline and an emphasis on command and control among our members to support the performing of our core functions, namely the effective prevention, investigation and combating of crime. The SAPS' ability to respond to the challenges of crime prevention, investigation and combating will be enhanced through the focused developing of specialized, properly resourced, technologically advanced, adequately skilled and well-managed capacities, including Visible Policing, the Directorate of Priority Crime Investigations, Crime Intelligence and the Criminal Record and Forensic Science Service. The key principle underpinning our strategic efforts will be the mobilizing of all sectors of society in the fight against crime through the establishing of partnerships that will benefit policing and the establishing of safe and secure communities.

The considered direction provided in this Strategic Plan for 2010 - 2014 will be implemented on an annual basis by means of an Annual Performance Plan. This annual plan will provide specific details on the priorities, objectives and performance standards that the SAPS will pursue during each of the four years that constitute this Strategic Plan. Performance plans developed at national, provincial and station levels containing detailed outputs in support of the strategic priorities and objectives, will be used to implement the Annual Performance Plan and in so doing, the Strategic Plan. Individual performance agreements for every member will be linked to performance plans and therefore the strategic priorities and objectives of the SAPS.

It is time for the SAPS, and all of its members, to establish a position of professionalism, authority and respect in its policing of this country. As National Commissioner of Police, working closely with the Minister of Police, it is my responsibility to provide the direction that will enable the establishing of this position. "Indlela ibuzwa kwabaphambili", a Zulu proverb that literally means a way forward is asked from those who have travelled down the road. I have, since my appointment as National Commissioner, supported by the Minister, indicated very clearly to both the members of this organisation and the communities that we

serve that I am leading this large, complex and diverse organisation. I have, however, been careful to draw on the experience of my predecessors and colleagues. This strategic plan is therefore the direction that I provide to every SAPS member. The effective and committed implementation of this direction is crucial and in this regard, the call by the President during the Conversation with SAPS Management during September 2009, that the management and every single member of the SAPS must work hard to achieve our priorities and targets, must and will be heeded.



National Commissioner
BH Cele

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1. VISION, MISSION AND VALUES

1.1 Vision:

The vision of the SAPS is to create a safe and secure environment for all the people in South Africa.

1.2 Mission:

The Mission of the SAPS is to -

- prevent and combat anything that may threaten the safety and security of any community;
- investigate all crimes that threaten the safety and security of any community;
- ensure offenders are brought to justice; and
- participate in efforts to address the root causes of crime.

1.3 Values:

The values of the SAPS are to -

- protect everyone's rights and to be impartial, respectful, open and accountable to the community;
- use the powers given to us in a responsible way;
- provide a responsible, effective and high-quality service with honesty and integrity;
- evaluate our service continuously and make every effort to improve on it;
- ensure the effective, efficient and economic use of resources;
- develop the skills of all members through equal opportunity; and
- cooperate with all communities, all spheres of Government and other relevant role-players.

1.4 Code of Ethics:

The Code of Ethics of the SAPS underpins the way in which every member of this organisation should behave, irrespective of whether they are on duty or not. This Code has the specific purpose of providing a standard of police behaviour that does not allow any leniency for poor service delivery or corrupt activities by the members of this organisation and must therefore be applied by all members in their daily tasks. The Code of Ethics is as follows:

- **Integrity** - Employees of the SAPS regard the truth as being of the utmost importance. We, as the employees of the SAPS, continually strive to uphold the mission, values, ethical principles and ethical standards of the SAPS. We will behave in a manner, which is consistent with these values. We will act honestly and responsibly in all situations. We will always tell the truth, perform our duties with noble motives and set an example in the communities we serve.
- **Respect for diversity** - Employees of the SAPS acknowledge the diversity of the people of our country and treat every person with equal respect. In performing our duties, we will always show respect for the cultural and other diversities in the community. We will treat every person with equal respect and honour their rights as inhabitants of South Africa. We will not unlawfully discriminate against any person.
- **Obedience to the law** - Employees of the SAPS respect and uphold the law at all times. Our duties mainly involve enforcing the law, and in our application of the law we will always stay within the law and Constitution of our country. We will, at all costs, avoid any conduct which would make us violators of the law. We will protect the inhabitants of South Africa against unlawful actions.
- **Service excellence** - Employees of the SAPS work towards service excellence. We will, at all times, perform our duties to the best of our abilities. Our conduct will bear the mark of professionalism. Our conduct and appearance will be proof of our commitment to service excellence.
- **Public approval** - Employees of the SAPS always work with and for the approval of the community. We will serve the best interest of the community, seeking the approval of the broad community in everything we do.

2. LEGISLATIVE AND OTHER MANDATES

2.1 Constitutional Mandate

2.1.1 The mandate of the SAPS is derived from Section 205 of the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996). The objectives of policing are to:

- Prevent, combat and investigate crime.
- Maintain public order.
- Protect and secure the inhabitants of the Republic and their property.
- Uphold and enforce the law.

2.2 Legislative Mandate

2.2.1 The SAPS is responsible for the administration of the following legislation, which has been taken into consideration during the determining of the strategic priorities and objectives for the SAPS:

- The South African Police Service Act, 1995 (Act No. 68 of 1995), as amended by the South African Police Service Amendment Act, 2008 (Act No. 57 of 2008). This Act states that “there is a need to provide a police service throughout the national territory to:
 - ensure the safety and security of all persons and property in the national territory;
 - uphold and safeguard the fundamental rights of every person as guaranteed by Chapter 2 of the Constitution;
 - ensure co-operation between the Service and the communities it serves in the combating of crime;
 - reflect respect for victims of crime and an understanding of their needs; and
 - ensure effective civilian supervision over the Service”.
- Protection of Constitutional Democracy Against Terrorist and Related Activities Act, 2004 (Act No. 33 of 2004).
- Firearms Control Act, 2000 (Act No. 60 of 2000).
- Explosives Act, 1956 (Act No. 26 of 1956).
- Tear-gas Act, 1964 (Act No. 16 of 1964).
- Dangerous Weapons Act, 1968 (Act No. 71 of 1968).

- Control of Access to Public Premises and Vehicles Act, 1985 (Act No. 53 of 1985).
- National Key Points Act, 1980 (Act No. 102 of 1980).
- Intimidation Act, 1982 (Act No. 72 of 1982).
- Second-hand Goods Act, 1955 (Act No. 23 of 1955).
- The Private Security-Industry Regulation Act, 2001 (Act No. 56 of 2001).

2.2.2 The SAPS derives its powers and functions from the following legislation, which enables the activities undertaken in pursuance of its mandate in terms of Section 205 of the Constitution:

- The South African Police Service Act, 1995 (Act No. 68 of 1995), as amended by the South African Police Service Amendment Act, (Act No. 57 of 2008).
- The Criminal Procedure Act, 1977 (Act No. 51 of 1977).
- The Regulation of Interception of Communications and Provision of Related Information Act, 2002 (Act No. 70 of 2002).
- The National Strategic Intelligence Act, 1994 (Act No. 39 of 1994).
- The Domestic Violence Act, 1998 (Act No. 116 of 1998).
- The Prevention and Combating of Corrupt Activities Act, 2004 (Act No. 12 of 2004).
- The Inter-Governmental Relations Framework Act, 2005 (Act No 13 of 2005).
- The Sexual Offences Act, 2007 (Act No. 32 of 2007).

2.3 Policy Mandate - an overview of the principle policies of Government that impact on the SAPS' strategic priorities

- 2.3.1 The fourth democratic elections necessitated a new electoral mandate which had to define the strategic objectives and targets of Government for the period 2009-2014. The Medium-term Strategic Framework contains the various strategic priorities to realize this mandate.
- 2.3.2 The priority that is directly related to the Criminal Justice System (CJS) and therefore to the SAPS is: "to intensify the fight against crime and corruption". The President placed considerable emphasis on this issue among others during his State of the Nation Address in June 2009.
- 2.3.3 The SAPS functions as an integral part of the Justice Crime Prevention and Security (JCPS) Cluster, and the priorities of this Cluster must therefore be taken into consideration by the SAPS. The Ministry for Performance Management Monitoring and Evaluation at the Presidency has developed an outcome based planning framework for the priorities as contained in the Medium-term Strategic Framework.

For the priority: “Intensify the fight against crime”, a broad outcome for the CJS was developed, namely “Ensure that South Africans are and feel safe”. The Presidency, together with the JCPS Cluster developed an outcome-based model as well as evaluation and monitoring tools in order to realise this broad outcome. The outcome based model contains various focus areas on which the JCPS Cluster as well as the SAPS Strategic Plan for 2010-2014 will focus on. These focus areas are:

- Levels of overall contact and trio crimes;
- Effectiveness and integration of criminal justice systems;
- Corruption;
- Crime perception management;
- Effectiveness and integration of Border Management;
- Securing the identity and status of citizens; and
- Integration of Information and Communication Technology Systems and the development of an integrated approach to cyber crime.

2.3.4 A strategy has been developed specifically for the revamping of the CJS and the objective of this strategy is the bringing about of an integrated, modernized, properly resourced and well-managed CJS. The focus of the strategy will be to:

- Improve the efficiency and effectiveness of the CJS by enhancing detective and forensic environments;
- Modernize the CJS through the application of technology solutions;
- Enhance the skills and increasing the number of investigators and forensic experts;
- Mobilize the population in the fight against crime;
- Accelerate efforts to reduce serious and violent crimes by the set target of 7-10% per annum (the January 2010 Cabinet Lekgotla changed the target to 4-7% over the next four years);
- Intensify efforts to combat crimes against women and children and the promotion of the empowerment of victims of crime;
- Establish a border management agency to manage migration, customs and land borderline control services and to efficiently coordinate other relevant departments in the ports of entry environment; and
- Combat corruption in the public and private sector.

3. SITUATIONAL ANALYSIS

The Situational Analysis provides an overview of the key factors that have influenced the identification of the SAPS' strategic priorities and objectives for the period 2010 to 2014. The identification of these key factors has been informed by the legislative mandate of the SAPS, Government's key Medium-term Strategic Framework, the priorities of the JCPS Cluster, the Presidents' State of the Nation Address - 11 February 2010, issues identified by the Minister of Police, the outcomes of the National Commissioner's strategic planning conference with the Department's top management during September 2009, the President's Conversation with the Management of the SAPS and subsequent consultation by the National Commissioner with management within the SAPS at national and provincial levels.

3.1 Analysis of Crime

- 3.1.1 All of the prioritized, serious crimes are not equally influenced and cannot be reduced to the same extent by conventional policing as practiced by the SAPS. This is why the 7-10% contact crime reduction target implemented by Government during 2004/2005, for implementation over the ten-year period from 2004/2005 to 2013/2014, was never intended to be solely a SAPS or even overall policing reduction target. The 7-10% contact crime reduction target stated that each category of contact crime should be reduced by 7-10% per annum over the ten-year period from 2004/2005 to 2013/2014. The intention was that this national target towards normalization of crime should be a South African effort involving the CJS, including the SAPS, all other relevant Government Departments, Non-Governmental Organisations and the citizens themselves.
- 3.1.2 The 2008/2009 Annual Report of the SAPS did not in general reflect a particularly negative crime picture, but unfortunately indicated significant increases in the incidence of the "trio crimes"¹. Towards the end of 2009, particularly since the release of the 2008/2009 Annual Report, considerable debate arose as to whether or not the 7-10% reduction target was realistic. South Africa can, however, take comfort from the fact that significant progress was made in the reduction of contact crime since 2004/2005. Contact crime on the whole was reduced by -7,1% annually during the first four years of the ten-year reduction period, meaning that the overall target was achieved. In 2008/2009 (the fifth year of targeted reduction) only a -4,1% reduction was achieved. In the case of attempted murder, common robbery and common assault, average decreases of -8,4%; -8,2% and -6,9% respectively were achieved during the first five years of the ten-year period, while assault GBH decreased by -5,0% per annum. Murder, aggravated robbery and sexual offences also decreased during the first five years of the targeted reduction, albeit by smaller margins. Aggravated robbery decreased by -2,7% per annum, while murder and rape decreased by -2,5% and -2,3% respectively per annum over the first five years.
- 3.1.3 This means that by the middle of the 7 – 10% ten-year reduction period, three trends, namely aggravated robbery, murder and sexual offences emerged as the categories presenting the greatest challenges to the reduction effort. An analysis of these three trends indicates the following:
- The difficulty experienced in reducing sexual offences was mainly due to changes in the legislation relating to these offences which caused rape

¹ TRIO crimes include house robbery, business robbery and hijacking

to become a much broader category of crime and added a range of other sexual offences mainly generated by police action to the previously existing categories of rape and indecent assault. This led to an increase in sexual offences which brought the average reduction down to -2,3% per annum.

- If aggravated robbery is disaggregated into its subcategories, street/public robbery (60% of the total) decreased by an average of -6,3% per annum between 2004/2005 and 2008/2009. At the same time, the TRIO crimes (almost 40% of all aggravated robbery) increased as follows per annum:

Crime	Average increase per annum 2004/2005 – 2008/2009
House robbery	19,4%
Business robbery	55,7%
Carjacking	1,6%
TOTAL TRIO	15,3%

- It should, however, be noted that while business robberies increased by 55.7%, there has been a steady decline in robberies against established big businesses, largely due to partnerships between the Department and organised business. The majority of the increase in business robberies is directly related to an increase in small businesses and the vulnerabilities faced by this sector.
- It seems as if the SAPS, together with its Metro partners and private security providers, achieved a reduction in aggravated robbery in the streets and public spaces of the Central Business Districts (CBD's), townships and suburbs. However, this apparently pushed the perpetrators into the more private spaces of residential and business areas, which then led to an escalation of the TRIO crimes - particularly house and business robbery. Although only a very small proportion of victims of these TRIO crimes are fatally wounded, that proportion is growing and this exerts upward pressure on murder trends. The effect is that murders were only reduced by -12,6% during the first five years of the reduction period (an annual reduction of -2,5% per annum).

- 3.1.4 The essence of the crime problem in South Africa is therefore to stop or stabilize any further increases in TRIO crimes, then to systematically reduce all aggravated robberies. The management of perceptions and fears relating to these crimes is of paramount importance. The reason is that, although the TRIO crimes account for only 6,9% of all contact crime and 2,3% of all serious priority crime, they may have an extremely detrimental impact on investment, from both international and local sources in the country, tourism to South Africa and the entrepreneurial capacity of South Africa, which in turn negatively affects South Africa's capacity to address the socio-economic conditions which contribute to the root causes of crime in general.

3.2 Service Delivery at Station Level

- 3.2.1 The police stations that serve local communities are the window to the SAPS because it is at this level that the vast majority of the citizens of the country access the services provided by the SAPS, as mandated by Section 205 of the Constitution. The SAPS has developed and implemented a number of initiatives during the preceding five years aimed specifically at improving the levels of service delivery at station level. Examples of these initiatives are the restructuring of the stations into

more manageable clusters, the placement of senior, experienced personnel members at this level to coordinate effective and responsive policing within and across station boundaries, either as Station Commanders or as Cluster Commanders, and the implementation of Sector Policing in station precincts throughout the country. In addition to this, the station precincts in the country in whose area more than 50% of the priority crimes are committed, were identified and targeted for focused support from national and provincial levels, to support them in efforts to effectively address crime. The capacitating of stations across the country as described was supported by the adequate resourcing of stations and the upgrading of the technology and corporate systems available to manage crime and their station resources. The Government, the Executive and Management of the SAPS and communities served by local police stations, will continue to expect the unremitting improving of the levels of service delivery in terms of all of the services provided by the SAPS.

- 3.2.2 The levels of service delivery at station level are closely aligned with the levels of professionalism of personnel in their dealings with those individuals and organizations that access or contribute to the services provided by the SAPS. The more focused implementation of the Batho Pele programme, the rigorous application of risk management, the combating of corruption involving SAPS personnel members and the continued development of the skills of personnel members, will contribute to the continuous improving of levels of professionalism.
- 3.2.3 The expectations of a better life by the broader population since democratization of South Africa, have not been realized in all respects, and frustrations in this regard have been seen in the form of violent service delivery and labour-related protests. These protests have in the recent past been difficult to anticipate, have involved large numbers of people and, in many cases, have resulted in the perpetration of serious, violent crime such as public violence, malicious damage to property, assault and intimidation. The policing of these protests places an additional strain on the SAPS' resources, often leading to serious injury to personnel members and the damage/ destruction of physical resources. It is anticipated that protests of this nature will continue to materialize over the medium-term and consequently require additional planning and allocation of resources by the SAPS.

3.3 Community Participation in Fighting Crime

- 3.3.1 There has, since the inception of a democratic dispensation in South Africa, been continuous, robust debate on the levels of crime and the success of Government in addressing crime. An important outcome of this debate on crime and what should be done to address it has been the need for the constructive involvement of all communities in the activities of the SAPS and Government as a whole in combating crime. The expectation that the SAPS eradicate crime in this country without such active involvement is unrealistic. Several platforms exist for such community involvement, the majority of which have been initiated by the SAPS, including the Community Police Forums, the Crime Stoppers reporting line, the recently established Crime Line, the Police Reservists and various community-based crime prevention initiatives such as the Youth Crime Prevention Capacity-building Programmes, the Anti-Rape Strategy and Local Crime Prevention Development Programmes.
- 3.3.2 The SAPS acknowledges and promotes the need for community involvement in the fight against crime and there have been numerous calls for such involvement from the Executive and Management of the SAPS for the mobilizing of communities in the fight

against crime. There are, despite the best efforts of the SAPS, still large sectors of South African society that are not optimally involved in the SAPS' initiatives aimed at preventing crime and eliciting information on criminals and their activities.

3.4 The Investigation of Crime

- 3.4.1 The investigation of crime is a core function of the SAPS, also mandated by Section 205 of the Constitution, which plays a crucial role in the combating of crime in the country. The more effective the SAPS is at investigating crime that has been committed, the less likely individuals will be to actually commit crime. The effective investigation of crime therefore remains a powerful deterrent in the fight against crime. During the preceding years, structural changes have been made to the Detective environment and most notable of these changes has been the closure of some specialized units. The need for the re-establishment of certain of these specialized units has been identified by certain sectors of the community as well as the Executive and Management of the SAPS. At police station level, Detective Service Centres have been created to improve the response to reported crime and the recruiting and training of detectives has been an ongoing process. The further, intensified capacitating of the Detective Service within the SAPS has been identified by the highest level of Government as a necessity in the fight against crime.
- 3.4.2 The Directorate of Priority Crime Investigations (DPCI) was established in terms of the amended South African Police Service Act to prevent, combat and investigate national priority offences. The operational priorities for the DPCI are focused on crimes such as Corruption (especially within Government Departments), Serious Economic Crimes (i.e. internet fraud, card fraud, cheque fraud, counterfeit goods), and Organised Crimes (i.e. vehicle-related crime, precious metal and diamond crime, non-ferrous metals, narcotics, wildlife crimes, stock theft, and violent crime). The appointment of the Head of the DPCI during May 2009 initiated a process of the gradual capacitating of the DPCI to place it in the position to fulfil its mandate.
- 3.4.3 Crime intelligence contributes to the prevention and investigation of crime by identifying crime prone areas and suspects and conducting operations focused on violent organized crime, security intelligence, property-related crimes and crimes dependent on police action for detection. Crime Intelligence operates at various levels within the SAPS and therefore strives to provide products and services that meet the needs of various clients. Crime Intelligence provides a key informational support function to Visible Policing, the DPCI, as well as the Detective Service. It is therefore imperative that this function has the capacity to effectively support the proactive and reactive informational needs of the SAPS' key operational functions and has also been prioritised by Government for accelerated capacitating as a key component of the fight against crime.

3.5 The Justice, Crime Prevention and Security Cluster

- 3.5.1 The SAPS is an integral part of the JCPS Cluster and contributes to the priorities of the JCPS Cluster through its planning process, including the Strategic Plan and Annual Performance Plan. The focus has been on the improving of the efficiency and effectiveness of JCPS Cluster Departments including, reducing case backlogs; the speedy resolution of trials; effective safety and security in detention facilities; and increased use of alternatives to custodial sanctions, especially focusing on children. The JCPS Cluster has also prioritized the integration of existing intra-departmental

information technology systems and the focused development of additional systems. The SAPS will continue to contribute actively towards the establishing of an integrated, modernized and well-managed CJS, in line with the prioritisation of this issue at the highest level of Government.

3.6 Increases to the Staff Establishment

- 3.6.1 The SAPS has, since 2003, increased its staff establishment in order to increase the number of operational personnel members available for all key functions at station level, but specifically to increase the number of personnel members performing visible policing functions. The staff establishment has increased significantly from 131 500 in 2003 to 192 240 in March 2010. The increase in the number of operational personnel members was necessary given the nature of policing in the country, however, the SAPS will in future focus on improving the quality above the quantity of personnel recruited. It will also be necessary to pursue specific recruitment directions in order to bolster service delivery at station level in line with the requirements of the CJS.
- 3.6.2 The substantial increases in the staff establishment of the SAPS have, in certain instances, not achieved the desired effect. Although additional personnel have been appointed to fill posts, the deficiencies in respect of skills levels remain a concern. The SAPS will therefore focus on the bridging of the skills gap through continued skills development and the appointment of skilled personnel. The annual targets may, however, be reduced to ensure quality recruitments above quantity.

3.7 Improving Infrastructure

- 3.7.1 The geographic distribution of the SAPS is substantial as it is one of few government departments that has a physical presence in virtually every city and town across the country. This extensive distribution is essential in order that the services provided by the SAPS in support of safe and secure communities, may be accessed as quickly and conveniently as is possible. There are, however, areas of the country in which the SAPS, due to past imbalances, is not as accessible to the community as it should be, resulting in citizens having to travel unacceptably long distances to access basic policing services. The infrastructure that the SAPS has at its disposal was inherited from the previous dispensation and is therefore characterised in some areas by the favouring of certain sectors of society. In addition, this infrastructure of stations was adequate for a time during which the SAPS was substantially smaller in terms of personnel than it is at present. Due to the large number of stations, i.e. 1 117, it is not possible, given budget constraints, to adequately maintain this vast infrastructure. The building of new police stations to improve the accessibility of policing services to the community as well as the improving of the condition of existing stations is therefore a medium-term priority for the SAPS.

3.8 Technology and Resource Utilisation

- 3.8.1 Technology is a critical success factor in the successful performing of the SAPS' core and support functions and is an integral part of the CJS. The SAPS has invested significantly in the upgrading of the technology available to numerous capacities including Visible Policing, Detective Services, Crime Intelligence and the Criminal Record and Forensic Science Services, taking into consideration the technological requirements of the CJS. Continued technological advancement has been prioritized by Government, the JCPS Cluster and the SAPS as a critical enabler in addressing

crime.

- 3.8.2 The increases to the staff establishment of the SAPS have been matched by concomitant increases in the levels of resources required for operational policing and in particular critical items such as vehicles, firearms and bullet-resistant vests. The utilisation of these resources, particularly vehicles, in pursuit of the strategic and operational objectives must, however, be improved as a key driver of improved service delivery.

4. STRATEGIC PRIORITIES OF THE SAPS

The SAPS has identified a number of broad, strategic priorities that will direct its annual planning for the period 2010 to 2014. These strategic priorities are subdivided into operational priorities, i.e. those priorities directed at the SAPS' core functions in terms of Section 205 of the Constitution; and the organisational priorities, or those priorities aimed at the managing of the SAPS' resources.

4.1 Operational Strategic Priorities

4.1.1 Crime Prevention

4.1.1.1 Reduction of Crime Levels

The **reduction of crime levels**, specifically the “**TRIO crimes**” and **crimes against women and children**, including domestic violence, which despite continued success during the past, remains a challenging task given the prevailing socio-economic conditions in the country. This is an objective that the SAPS can't achieve on its own and will require an integrated approach involving all communities and spheres of Government. The developing and implementation of **an intelligence-driven, integrated and comprehensive crime prevention strategy** will ensure this integrated approach. The **reduction of illegal firearms**, and the addressing of substance abuse, which are significant contributory factors in serious and violent crime in the country, will be addressed within the context of the strategy.

Increasing the visibility of SAPS personnel members, particularly at station level, is a priority and includes the focused patrolling of cities and highways, informed by identified crime tendencies and patterns and the appropriate use of Tactical Response Teams. Significant strides have been made in increasing the number of police officials within the visible policing environment, however, it has become necessary to re-evaluate the manner in which resources are being utilized, thereby improving the effective use of current resources. Various strategies will continue to be used to improve the effectiveness of visible policing, examples of which include the strengthening of police stations where there is a high occurrence of crime (high contact crime stations), the utilisation of force multipliers (e.g. Metro Police) and partnership policing and sector policing.

The medium-term target for the Crime Prevention Strategic Priority will be focused on the reduction of levels of all serious crime by between 4-7% over the medium-term period. In addition, the target for the reduction of levels of contact crime has been set at 34% and the target for the reduction of TRIO crimes has been set at 31% for the period 2010 - 2014.

4.1.1.2 Improving Police Response

Improving the **police response times** is an objective that remains a priority for the Department. The successes of the Gauteng 10111 pilot needs to be expanded and rolled out to other provinces, in support of initiatives to improve response times.

4.1.1.3 Crime perception management

The **mobilization of the community in the fight against crime**, as emphasized by the President and the Executive of the SAPS, will be prioritised. Partnership policing has been and still remains a priority for visible policing. Partnerships do, however, not only refer to the community, but to a variety of role players within government, business, municipalities, interest groups, etc. The creation of partnerships has to occur at all levels, from a national level right down to sector level at every police station.

The establishing and developing of partnerships will be undertaken in tandem with the **building of a positive image for the SAPS**. The introduction to this Strategic Plan emphasises the need for the SAPS to establish professionalism, authority and respect in the services that are provided to communities. These factors will be pursued by entrenching basic command and control, in addition to the focused and responsive providing of information, and the measured reaction to information concerning the functioning of the SAPS, which is in the public domain.

The further development and implementation of the **Victim Empowerment Programme** will also be a medium-term focus in the managing of the effects and perceptions of crime. It is the intention of the SAPS that the number of crimes reported to the SAPS, specifically contact crimes, increases over the medium-term. To facilitate the measuring of increased reporting of crime by victims, **an annual victim survey** will be conducted in collaboration with the other key departments in the CJS.

4.1.1.4 Effectiveness and Integration of Border Management

Improving **regional cooperation** is required to improve efforts in combating of crime that has the potential to affect the Southern African region and the Continent. The SAPS will take a leading role in defining the relationship between a local police station, borderline, port of entry and exit, and a police station in a neighbouring country. The establishment of effective regional policing is therefore the ultimate priority, especially around the country's borders. Counterparts in neighbouring countries do not, however, always have the same resources as does the SAPS, and this makes interaction difficult. Agreements regarding the shared use of resources, particularly police stations between neighbouring states, will be established. In addition, different countries have different ways of dealing with crime, e.g. stolen vehicles, and the approach to relevant crimes must be harmonized. Joint and coordinated working relations will facilitate the fight against crime.

The establishing of a **Border Management Agency** has been prioritised at the highest level of Government and will see the establishing of a mechanism that will oversee the various aspects associated with the securing of South Africa's borders, including borderlines and ports of entry and exit. The SAPS will have a crucial role to play in this regard together with other departments such as the South African National Defence Force and the Department of Home Affairs.

4.1.1.5 Policing incidents of a public disorder or security nature

The SAPS has a responsibility to create and maintain capacity to respond to situations which are not deemed to be "normal" crime but rather **incidents of a**

public disorder or security nature. Although this capacity should be utilized for visible policing functions, the capability to respond to extraordinary situations remains a priority. Extraordinary situations refer to crowd-related incidents of both a violent and non-violent nature as well as incidents affecting the security of the State (i.e. marches, strikes, service delivery protests, etc).

This specialized capacity does not only refer to interventions within the borders of the Republic, but external deployments in terms of international obligations. The SAPS is regarded as a leading policing agency on the Continent and is therefore often approached to assist with peace keeping initiatives. Although our role is important in this regard, the fulfilment of this role does impact on the capacity of the SAPS in terms of policing within the borders of the Republic.

4.1.1.6 Combating Corruption

The **prevention, detection and investigation of corruption** within the ranks of the SAPS will be a major focus area in the following years. An Anti-corruption Strategy has been developed for the SAPS, which focuses on the prevention of corruption, the effective investigation of cases of corruption involving SAPS personnel members, the detection of corruption to ensure the exposing corrupt practices, and the restoration of the SAPS' policies, procedures and systems to prevent re-occurrence of corrupt practices.

The **managing of the perceived and actual levels of corruption** is crucial in order that the community and members of the SAPS alike have a realistic understanding of the actual extent and implications of corruption.

The effective detection of fraud and corruption can only occur with the assistance of the public as well as employees within the SAPS. The management of the SAPS will therefore ensure that the Anti-corruption Strategy is properly communicated both outside and within the SAPS, and that it is implemented to its fullest extent. The implementation of this Anti-corruption Strategy will be undertaken in conjunction with all departments, but specifically those in the JCPS Cluster, including specific **anti-corruption operations across the Cluster.**

4.1.2 Investigation of Crime

- 4.1.2.1 The focus of this priority is the **effective investigation of reported crime** within South Africa, with a focus on the detection and the court-ready case docket rates. In addition to addressing the basic performance requirements of the investigative process, the focus will also be on **apprehending and charging known criminals**, particularly those that operate across provincial boundaries.
- 4.1.2.2 The DPCI is a key operational capacity within the SAPS and in order to give full effect to its mandate in terms of Section 17 (1) of the amended South African Police Service Act, capacity must be established and developed within this environment. This Directorate represents a specialised investigative capacity with the SAPS whose focus will be on crimes that are a **national priority such as serious economic crime, with a key consideration being the combating of cyber-crime and identity theft (focusing on securing the identity and status of citizens), corruption and organised crime.**

- 4.1.2.3 A priority of Government is **the improvement of the CJS**. Medium-term initiatives planned in this regard include the aligning of the objectives, priorities and execution capacities of the various departments within the CJS; the compiling of a central CJS business plan and action plan to effect the aligning of objectives, performance targets and measurements for the CJS as a whole; the identifying and improving of specific components of the CJS whose weakness undermines the entire system; the improving of the performance of courts; the modernisation of the CJS through the development and implementation of tailored IT solutions; and the involving of the community at large in the fight against crime, focusing on securing community participation in key issues such as policing, parole boards and community sentencing.
- 4.1.2.4 **Increasing the capacity and professionalism** of detectives investigating crime has been a priority for some time within the SAPS, however, due to significant increases in capacity, a backlog has been created in the training of detectives. The SAPS will prioritize efforts to enlist sufficient numbers of detectives to deal with the investigation of reported crimes by means of a comprehensive recruitment strategy, in addition to increasing the skills of detectives via the elimination of training backlogs and retraining of existing detectives.
- 4.1.2.5 The medium-term target for the Investigation of crime will be increasing the detection rate for contact crimes to 57,5%. The baselines and targets for court-ready case dockets rate will be established during 2010/11 as a result of the recent inclusion of this indicator.
- 4.1.2.6 With regard to certain priority crimes, particularly crimes against women and children and stock theft, the Department will establish **specialised units** to deal with these crimes, and also ensure allocation of resources to these units.

4.1.3 Support to the Investigation of Crime

4.1.3.1 Improve Forensic services and fingerprints

A concerted effort will be made to **improve the collection of evidence** at crimes scenes by crime scene experts. Additional focus areas within this environment will be **improving the procedures for the updating of records of offenders** that have been convicted of crime. These procedures will therefore ensure that repeat offenders are identified before bail hearings are held as this will significantly reduce the incidence of bail being awarded to hardened offenders. The sharing of databases (e.g. Department of Home Affairs) will further strengthen the capacity of the SAPS to identify individuals involved in crime.

4.1.3.2 Capacitating the Criminal Record and Forensic Science Service

The support provided to the investigation of crime is a key enabling factor in the SAPS' ability to successfully investigate reported crime. During the next five years priority will be given to **extending the capacity of the Criminal Record and Forensic Science Services Division**, due to the important role it plays in support of the investigation of crime. This will include the expanding of infrastructure to support the decentralization of the services provided. Coupled to this, the procurement of new technology or expanding of existing technology will be a priority. Improved training and competency certification, in accordance with international standards, will be focused on to improve the service delivery of individual employees.

Proposed legislation enabling the SAPS to take fingerprints and blood samples of all arrestees will enhance existing databases. However, implementation of this practice will impact significantly on the existing capacity of this environment as workloads will increase. The SAPS also intends vetting its own personnel via fingerprint testing, the obtaining of DNA, as well as testing of all police firearms. This process will be utilized to identify which police officials are involved in crime and should also significantly contribute in curbing corrupt and criminal activities within the SAPS.

The target focus over the medium-term will be incremental increase of the targets relating to the processing of forensic and fingerprint evidence, which currently stand at 92% and 76%. The increase in performance relating to forensic and fingerprint evidence is dependent on the improving of the systems related to the processing of these categories of evidence.

4.1.3.3 War Rooms

In view of the success of the current **War Rooms**, there is a need for the Department to urgently roll out this approach to all provinces, with particular emphasis on provinces that have high levels of violent organised crime.

4.1.4 Crime Intelligence

- 4.1.4.1 Crime intelligence is a key support to the investigation and prevention of crime and the focus during 2010 to 2014 will be on providing quality services to its clients within the SAPS, so as to **provide actionable intelligence and to enable prosecutions.** In this regard, Crime Intelligence will emphasise intelligence operations pertaining to serious crime including contact and TRIO crimes, syndicates involved in drug and people smuggling, and human trafficking.

The **capacitating of crime intelligence** so as to ensure improved service delivery will address the improvement of skills at various levels and the retention of these skills. In order to improve the provision of crime intelligence products and services, various strategies will be implemented during 2010 to 2014. These strategies will include: the development of better threat assessment and targeting systems; improving network collection by increasing ground coverage; the utilization of visible policing personnel for the gathering and provision of intelligence; increasing support for collectors by enforcing more effective management of sources; focusing on a “targeted” approach, i.e. more formal covert operations; improving targeted undercover operations through advanced covert methodology; focusing on interaction with other role players, e.g. other departments, Visible Policing and the DPCI; and improving intelligence database capabilities as well as access to remote systems for purposes of integrating information management.

4.2 Organisational Priorities

The SAPS’ organisational or support priorities will be measured over the period 2010 to 2014 in terms of the medium-term plans that have been developed specifically to ensure a comprehensive and integrated tabulation of the issues relating to the strategic priorities within this category.

4.2.1 Human Capital Development

- 4.2.1.1 **Skills development and the retention of skills** will be a priority over the period 2010 - 2014. The shortage of skills within the SAPS cannot in all instances be addressed by the recruitment of personnel and the existing staff establishment must be developed to provide for certain of the scarce skills required. In this regard, training will play a vital role in creating pools of skilled personnel within the SAPS in order to meet future skill needs. This requires that a revision of existing training and skills retention practices and strategies be undertaken. The developing of additional training programmes to create pools of skilled personnel and a review of the current Scarce Skills Policy (to determine whether or not it is facilitating the retention of scarce skills), including the realization of Government's objectives contained in the Job Access Strategy, will be undertaken.

The SAPS' top management has identified "command and control" as one of the major problems being experienced in the management of personnel, above all at station level. It has therefore become essential to also develop and implement training courses for commanders at station level to not only provide them with the operational and tactical skills relevant to these jobs, but also to skill them in the management of their personnel.

- 4.2.1.2 The **focused recruitment of personnel** will continue to be a medium-term priority for the SAPS. There will, however, be a transition from volume-based recruiting to the more focused recruiting of individuals with skills that are required by the Department in its key areas of functionality.
- 4.2.1.3 The **health and wellness** of the SAPS' employees is an ongoing priority and the focus for the future will be on ensuring the health and wellness of employees, including physical maintenance, to ensure that members performing operational duties are capable of dealing with the physical demands of the job.

Employees can, however, only perform as well as what their physical surroundings allow them. In this regard, the improving of the SAPS' physical infrastructure, as per paragraph 4.2.2.1 below, will also impact positively on employee health and wellness.

- 4.2.1.4 The **transformation** of the SAPS must be progressed as a matter of urgency including issues such as representivity, racism, discrimination and effective discipline management. The improvement of the **employment equity** of the SAPS, in accordance with Government objectives, also remains a critical focus area. In this respect, existing affirmative action programmes will be continued and where required, additional programmes will be instituted. A concerted effort will be made to promote **gender equity** within the SAPS by developing and appointing women in decision-making posts. The drive to ensure the achievement of the required 2% target of people with disabilities within the SAPS will also be enhanced.

4.2.2 Budget and Resource Management

- 4.2.2.1 The need for the **improving of infrastructure** through a structured capital works programme within the SAPS, with specific reference to police stations and other office and specialized accommodation in the SAPS, is substantial. Budgetary constraints, however, impact on what can realistically be achieved. The building of new police stations, the renovation (refurbishing) of existing ones and the provision of

accommodation in accordance with the determined need, will be prioritized in line with the operational priorities and objectives of the SAPS. The Long-term Infrastructure and Capital Asset Plan included in paragraph five below provides greater detail on the construction of stations and refurbishments planned over the medium-term. It will, however, be important that the improvement of infrastructure is conducted in a coordinated fashion, that available budgets are fully utilized and that contracting and subsequent service delivery are done in accordance with relevant legislation. The management of existing assets will be guided by the development of an Immovable Asset Management Plan to comply with the Government Immovable Asset Management Act, 2007.

- 4.2.2.2 The trend towards globalisation as well as the developing nature of South Africa's economy has placed a higher premium on effective **information technology** as a major contributor to the effective managing of core processes within any organisation, and none so more than the SAPS. The SAPS has developed an Information and Communications Technology Plan that provides an overview of the key information and communications technology issues that will drive the acquisition and maintenance of information and communication technology within the SAPS over the medium-term. The technological focus of the SAPS will be on the capacitating of the core functions of crime prevention, investigation and detection, in line with the technological and systems requirements of the CJS, refer to paragraph seven below.
- 4.2.2.3 The **enhancing of asset management** is a major focus area as this issue impacts on the level of service delivery, particularly at local level, the expenditure of the SAPS in line with its priorities and its ability to demonstrate the effective utilisation of its allocated budget. The majority of the physical resources employed by the SAPS are directed towards the performing of the core, operational functions. A key issue that must be addressed in this regard is the planned procurement and distribution of critical assets such as vehicles, firearms and bullet resistant vests. The expansion of the procurement of critical assets, in line with planned increases to the staff establishment of the SAPS, as well as the maintenance and replacement of these items, will be prioritized given the critical role that they play in safeguarding members and reducing the risks associated with operational policing duties.

4.2.3 Enhancing Information Systems and Information and Communication Technology

- 4.2.3.1 The developing, sustaining and implementation of information systems and information and communication technology over the medium-term will be directed, on the one hand, towards the requirements that the SAPS has in this regard, given its operational and support strategic priorities; and on the other hand to the system and information requirements of the CJS. This will include the following:

- Single, coordinated management of continuum of criminal justice and performance across the CJS;
- A system to be developed to ensure records and data on corruption crimes across the CJS;
- The developing of a database of victims across CJS;
- A database that enables convictions and sentences related to identity theft; and

- The establishing of an integrated systems approach to combating cyber crime.

5. LONG-TERM INFRASTRUCTURE AND CAPITAL ASSET PLAN

- 5.1 The Long-term Infrastructure and Capital Asset Plan will respond directly to the requirements in this regard that have been determined by the National Commissioner, for the medium-term. The SAPS is currently in a position where the infrastructure that is in place does not provide access to the services provided by the SAPS to all communities, and certain police stations are in need of renovation. This plan will therefore direct the number of police stations that are constructed and renovated annually as well as the location of these stations.

The table below provides a medium-term infrastructure plan with regard to the construction and renovation of police stations ²:

Definitions:

- **New Police Stations (N)**
Police Stations that are constructed in suburbs; townships; towns; cities or rural areas where no police stations existed previously.
- **Re-established Police Stations (RE)**
Existing Police Stations that are replaced by new structures on its existing site.
- **Newly Re-established Police Stations (NRE)**
Existing Police Stations that are replaced by new structures on a new site.
- **Repaired & Upgraded (including new structures) Police Stations (R&U)**
Existing Police Stations that are extensively repaired and upgraded, which includes additional accommodation.

Province	2010/11	2011/12	2012/13	2013/14	2014/15
Eastern Cape	Chungwa Police Station (NRE)	Cradock Police Station (NRE)	Bolo Police Station (R&U)	Kamesh Police Station (RE)	Queenstown Police Station (R&U)
	Bisho Police Station (NRE)	East London 10111 (N)	Paterson Police Station (R&U)	Joza Police Station (N)	
	Lady Frere Police Station (NRE)	Port Elizabeth 10111 Centre (N)	Steytlerville Police Station (R&U)	Hankey Police Station & Living Quarters (RE)	
	Humewood Police Station (R&U)	Mtatha 10111 Centre (N)		Bethelsdorp Police Station (RE)	
	Mount Road Police Station (R&U)			Lusikisiki Police Station (NRE)	
Free State	Zandela Police Station & LCRC (N)	Clocolan Police Station (R&U)	Kagisanong Police Station (RE)	Springfontein Police Station (RE)	Vrede Cattle Theft Unit (NRE)
	Bloemfontein 10111 Centre (NRE)		Smithfield Police Station (RE)		Sonskyn (Bloemspruit) Police Station (RE)

² Subject to change due to unforeseen delays including weather delays; labour strikes; unavailability of material; scope changes; poor performance by contractor; bankruptcy by contractor; etc.

Province	2010/11	2011/12	2012/13	2013/14	2014/15					
Limpopo	Letsitele Police Station (RE)	Mussina Police Station (RE)	Tzaneen Police Station (R&U)	Bolobedu Police Station (RE)	Thabazimbi Training College (RE)					
	Ga-Masemola Police Station & Housing (N)	Mussina Holding Facility (N)	Elandskraal Police Station (RE)	Malipsdrift Police Station (RE)	Hlogotlou Police Station & Living Quarters (RE)					
	Matoks Police Station (N)	Mankweng Police Station (RE)	Roedtan Police Station (NRE)		Giyani Police Station (Phase 2) (RE)					
	Jane Furse Police Station (N)	Vuwani Police Station (RE)								
	Giyani Police Station (Phase 1) (RE)	Dzanani Police Station & Living Quarters (R&U)								
		Tolwe Police Station (RE)								
		Letsitele Living Quarters (N)								
Western Cape	Blue Downs Police Station (N)	Parow Forensic Science Laboratory (NRE)	Dysselsdorp Police Station (NRE)	Lentegeur Police Station & LCRC (N)	Gugulethu Police Station (NRE)					
	Lambertsbay Police Station (R&U)	Saldanha Sea Border Control (N)		Bishop Lavis Police Station (RE)	Faure Shooting Range (N)					
	Khayelitsha Detective Offices (RE)			Plettenberg Bay Police Station (RE)						
	Dagamaskop Police Station (R&U)			Muizenberg Police Station (RE)						
	Riebeeck West Police Station (R&U)									
Kwazulu Natal	Esikhawini Police Station (RE)	Weenen Police Station (R&U)	Sawoti Police Station (R&U)	Donnybrook Police Station (RE)	Gingindlovu Police Station (R&U)					
	Durban North Police Station (R&U)	Besters Police Station & Living Quarters (R&U)	Emanguzi Police Station (R&U)	Melmoth Police Station (RE)	Montclair Police Station (R&U)					
	Bergville Police Station (R&U)	Ntuzuma CCTV Control Room (N)	Ekombe Central Police Station (RE)	Madadeni Police Station (RE)	Kwa-Mbonambi Police Station (RE)					
	Chatsworth Police Station (R&U)	Greenwood Park Police Station: Detective Office (NRE)	Paulpietersburg Police Station (RE)	Hluhluwe Police Station (RE)	Ulundi Shooting Range (N)					
	Scottburgh Police Station (R&U)		Colenso Police Station (RE)	Kwa-Mashu Police Station (RE)	Ingwavuma Police Station (RE)	Kwa-Nocomboshe Police Station (N)				
							Mapumulo Police Station (RE)	Nsuze Police Station (N)		
									Gamalakhe Police Station (RE)	
										Umbumbano (Nkandla) Police Station (N)

Province	2010/11	2011/12	2012/13	2013/14	2014/15
Northern Cape	Kakamas Police Station (NRE)		Keimoes Police Station (RE)	Sunrise Police Station (RE)	
	Kimberley Local Criminal Record Centre Archives (N)		Tsineng Police Station (RE)	Boetsap Police Station (RE)	
	Kuruman Local Criminal Record Centre (NRE)				
Gauteng	Diepsloot Police Station (N)	Dube Police Station (NRE)	Carletonville Police Station (RE)	Tembisa Police Station (N)	Ennerdale Police Station (RE)
	Tokoza Police Station (RE)	Doornkop Police Station (N)	Silverton : Diving Unit (R&U)	Langlaagte Police Station & Dog Unit (RE)	Wallmansthal Shooting Range (N)
	Tsakane Police Station (Brakpan) (NRE)	Silverton FSL: Drug store (N)		Silverton Police Station (RE)	
	Benoni Training College : K53 (Driver training) (N)	Roodeplaat Dog School (Phase 2) (R&U)			
	Benoni Training College : Radio Technical Centre (N)	National Intervention Unit (RE)			
	Pretoria West Operational Response Unit (RE)	Pretoria Operational Response Unit (R&U)			
	Silverton Supply Chain Management (R&U)				
North West	Jouberton Police Station (Klerksdorp) (RE)	Hebron Police Station (N)		Itsoseng Police Station (RE)	Makapanstad Police Station (RE)
	Klipgat Police Station (Mabopane) (N)	Rustenburg Police Station: Cell Block (RE)		Vryburg Police Station (RE)	Taung Police Station (R&U)
	Amalia Police Station (NRE)	Boitekong Police Station (RE)		Rustenburg Police Station (R&U)	
	Phokeng Dog Unit (Rustenburg) (NRE)	Zeerust Police Station (RE)		Potchefstroom Training Facility (R&U)	
	Hammanskraal Training College (Phase 1) (R&U)	Lehurutse Dog Unit (R&U)			
	Roodeplaat Dog Unit (Phase 1&2) (RE)				

Province	2010/11	2011/12	2012/13	2013/14	2014/15
Mpumalanga	Mbuzini Police Station (RE)	Hazyview Living Quarters (N)			Mmametlake Police Station (RE)
	Tweefontein Police Station (Kwamhlanga) (RE)				Grootvlei Police Station (RE)
	Pienaar Police Station & Housing (NRE)				Siyathemba (Balfour) Police Station (RE)
	Hazyview Police Station (NRE)				Masoyi Police Station (RE)
					Wesselton (Ermelo) Police Station (N)
Total Figures	Total = 42	Total = 29	Total = 18	Total = 31	Total = 24
	N = 10	N = 10	N = 0	N = 4	N = 6
	NRE = 11	NRE = 4	NRE = 2	NRE = 1	NRE = 2
	RE = 10	RE = 8	RE = 9	RE = 24	RE = 12
	R&U = 11	R&U = 7	R&U = 7	R&U = 2	R&U = 4

6. SERVICE DELIVERY IMPROVEMENT PROGRAMME (SDIP)

- 6.1 The improving of service delivery to all communities is a national policing priority and is included in performance plans at all levels. The SAPS' Service Delivery Improvement Programme includes the following:
- The development and implementation of Service Delivery Improvement Plans and Service Delivery Charters (in consultation with relevant role-players at divisional, provincial and station levels).
 - Improving the functioning of front and back offices in order to improve effectiveness and efficiency.
 - Participation by the SAPS in key, national Batho Pele initiatives such as the Public Service Week and Africa Public Service Day.
- 6.2 The Service Delivery Improvement Plans that will be developed at Divisional, Provincial and Station levels, will address the implementation of the Batho Pele principles, focusing these principles on the manner in which the core functions of the SAPS are performed. Service Delivery Charters compiled at Divisional, Provincial and Station levels will impart the information reflected in the Department's SDIP Policy and will be visible in all front (public) offices.
- 6.3 The improving of the functioning of the front and back offices is the responsibility of the respective Divisional Commissioners as they determine policies, procedures and standards, within their functional areas, for application within provinces and at stations.
- 6.4 Participation by the SAPS in national Batho Pele initiatives will be coordinated from the national office by the Strategic Management Component in conjunction with Communication and Liaison Services.

7. INFORMATION AND COMMUNICATIONS TECHNOLOGY PLAN

- 7.1 The purpose of the Information Systems and Information and Communication Technology (IS/ICT) Plan is to ensure the development (including systems within the SAPS and between relevant Departments), sustainability and implementation of IS/ICT in line with the constitutional, legislative and policy mandates and the strategic priorities of the SAPS.
- 7.1.1 Development is the ability to expand, develop, enhance and extend IS/ICT products and services.
- 7.1.2 Sustainability is the ability to maintain IS/ICT services and infrastructures. It ensures the maintenance and upgrading of deployed IS/ICT, including the consequential maintenance resulting from the establishment of additional IS/ICT. It also includes renewal and regular enhancement of outdated IS/ICT, as well as the necessary expansion to accommodate natural growth in capacity required.
- 7.1.3 Implementation is the ability to successfully implement and utilize IS/ICT products or services. It is a critical requirement that implies the resolution of certain key factors that could negatively influence initialization, completion or the outcome of initiatives.

7.2 Strategic Initiatives for Advancing IS/ICT

- 7.2.1 The following new initiatives have been identified in support of the strategic priorities of the SAPS, including the CJS:

No.	Initiative name	Description
1	Action Request for Service (ARS)	A crime related complaint or request could be lodged directly with a police official on duty at an Emergency Response Centre (ERC) or in person at a Community Services Centre (CSC). It entails the recording of incidents reported by the public and the consequent actions to be taken
2	Automatic Fingerprint Identification System (AFIS) Civil Database	Functionality for the capturing and storing of fingerprints on AFIS of civil persons applying for Illicit Activity Reports
3	Border Line Operations	Real-time enquiries of stolen vehicles, firearms and missing/wanted persons
4	Cyber crime	Cyber crime is a growing worldwide phenomena that requires attention
5	Detention Management - (SAPSDM)	Establishes an integrated business, information, system and ICT architectures, for the management of a detainee from the time of arrest until the legal release of the person
6	Digital Imaging Development Project for Criminal Records Centre	Implementation of Digital Imaging in SAPS to replace conventional photos
7	E-Learning	Provisioning of a more cost-effective learning and teaching facility, also in support of life-long on the job learning.
8	Electronic Publishing	Functionality for the electronic publishing of Criminal Record- and Illicit Activity Reports
9	Fingerprint Exhibit Imaging Development Project (Subset of Digital Imaging)	A digital capacity to photograph Fingerprint Lifters and Exhibits
10	Forensic Science Laboratory: Integrated Case Management System	A computerised system to support the Forensics Science Laboratory in the execution of daily activities and optimise chain of custody processes

No.	Initiative name	Description
11	ID Services (IJS)	Provide a single, unified approach and capability to ensure that an individual can be uniquely identified upon his/her entry into the IJS process
12	IJS Transversal Architecture	Gather and formulate requirements for technical architecture design work
13	IJS Transversal Capability Development	The development of various management applications, the establishment of the interoperability layer, the development of integrations and the provision of various transversal services like the IJS Portal
14	IJS Transversal Hub infrastructure	An inter-departmental information exchange and value-added services platform to promote the integration of the criminal justice business processes
15	Investigation Case Docket Management - (Administer Case)	The management and administration of criminal cases, inquests and enquiries throughout the life cycle of a case, i.e. from inception to disposal
16	Local Criminal Record Centre (LCRC) Admin Information System (LIAS)	An Information System to manage all LCRC activities
17	Mobile Operational Vehicles Project	An operational requirement for Mobile Communication Vehicles to ensure effective command and control communications
18	National Key Points System Integration into Risk Management System	Complete function taken over by SAPS from Department of Defence
19	Property Control & Exhibit Management (PCEM)	To manage exhibits and property items from the time they enter the SAPS process until the lawful disposal thereof, without terminating the current system
20	Modernization at Ports of Entry (land, sea and air)	A joint project between SAPS, South African Revenue Services and Department of Home Affairs to optimize hardware and software at Ports of Entry
21	SAPS integration hub infrastructure (IJS)	Establish an effective and efficient approach to enable accelerated connectivity between the applicable SAPS application areas and the IJS
22	SAPS Network Modernization Programme	Redesign the SAPS network to cater for modern technology capabilities and the replacement of redundant infrastructure
23	STRLab (Oracle) for Forensic Science Laboratory	The exhibit material and scientific findings based on the forensic investigation together with other case-related materials are used as evidence in the prosecution of criminal cases by court of law
24	Veterinary Service System Third Party Software Acquisition Project	Third party product entailing a practice management system used by private Veterinary Doctors to be adapted for SAPS use
25	Webification	Modernization of the legacy systems
26	War Rooms	Establish the IS/ICT capabilities and capacity required
27	Modernization and expansion of hardware and software	Crime Intelligence, Detective Services, Support Services, Ports of Entry, Criminal Record Centers (CRC) and Forensic Science Laboratories (FSL), Police Stations, 10111 Centres, optimise the inter-departmental capabilities and capacity
28	Interpol	Establish the IS/ICT capabilities and capacity required
29	SARPCCO	Compile an IS/ICT plan and establish IS/ICT capabilities required
30	Office automation	Implement office automation solutions
31	Risk Management Information System	Facilitate the managing of the risk management process in the Department

8. MEDIUM-TERM HUMAN RESOURCE (HR) MANAGEMENT PLAN

- 8.1 The SAPS' human resources are the single-most important resource that it has at its disposal. Human resources are by nature both diverse and dynamic, requiring an integrated approach to their utilization, management and development. A structured approach to the managing of human resources must take into consideration factors such as the requirements of legislation, government, the service beneficiaries of the SAPS as well as the individuals that comprise its workforce. This will ensure a more responsive and cohesive approach towards the management of human resources within the SAPS. The Medium-Term Personnel Framework will address the urgent need to direct the SAPS towards a more Integrative HR Management approach. The Medium-Term Personnel Framework was introduced with the main objective to institutionalise the key values and principles of the Public Service as also reflected in the SAPS Regulations, 2008, and is divided into the following six pillars:
- 8.1.1 **Staffing Plan:** Will ensure the effective, efficient and economic planning, forecasting and distribution of new entry level personnel to meet the future HR demands within the scope of specific job requirements and employment equity guidelines taking into consideration other environmental factors impacting on the overall staffing plan.
- 8.1.2 **Staffing practices:** Will ensure fair and effective procedures and processes for recruitment, appointment, promotion, deployment, etc. of personnel to meet the SAPS' needs and to ensure the well-being of employees.
- 8.1.3 **Remuneration and Conditions of Services:** Will ensure the attraction and retention of personnel and the enhancement of their performance through appropriate pay, benefits and working conditions.
- 8.1.4 **Performance Management:** Will foster productivity and effectiveness by maximizing and maintaining individual and team performance.
- 8.1.5 **Human Resource Development:** Will improve the SAPS' effectiveness by fostering the skills and knowledge of personnel.
- 8.1.6 **Labour Relations:** Will foster and maintain a good working relationship between personnel and the SAPS by recognizing mutual dependence.
- 8.2 The following strategic priorities have been determined for the managing of the HR capacity in the SAPS, in line with the aforementioned factors:
- Recruiting of personnel;
 - Optimising personnel utilisation;
 - Developing human resources;
 - Implementing Employment Equity;
 - Implementing performance management;

- Ensuring a professional service ethos;
- Providing a health and wellness service;
- Providing legal advisory and support services; and
- Ensuring policy compliance in support of strategic priorities.

- 8.3 The mandate of the SAPS as described by the Constitution is a critical element of Government's strategic direction for the country and therefore requires the optimal utilisation of personnel. This optimising of personnel utilisation includes the effective selection, appointment and placement of personnel according to the HR Plan; the developing, maintaining and implementation conditions of service; managing the implementation of the Incentives and Rewards Strategy; and facilitating, developing, implementing and maintaining human resource policies. By developing and implementing a HR Plan, the SAPS commits itself to acknowledge people as its most important asset in achieving its priorities. HR Planning is the two-way operational link between high-level strategy and action-orientated implementation that can be monitored and evaluated regularly. Monitoring, evaluation, and reporting on the efficacy of annual HR Plans is essential for ensuring that current information is used for organisational decision-making and problem-solving. The evaluation of progress is critical for continuous improvement within the SAPS, and the HR Planning function more specifically. The monitoring and evaluation of the targets and strategies set out in the annual HR Plans will provide the basis for the determining of new targets and strategies to address any discrepancies and gaps per financial year.
- 8.4 The implementation of employment equity is key to the continued transformation of the SAPS and its ability to understand and respond to the needs of the community. The monitoring of employment equity and disability targets; initiating interventions where necessary; monitoring compliance of existing programmes; the implementing of the affirmative action programme; women empowerment programmes and programmes for the eliminating of unfair discrimination, are issues that have been prioritized over the medium-term.
- 8.5 The institutionalizing of performance management is critical for the pursuance and achievement of priorities. In assessing the delivery on the priorities there should be a relationship between the individual, organisational performance and the systems in terms of which performance is measured. In this regard the reviewing and maintaining of performance management and supplementary compensatory systems and initiating, developing and implementing generic performance plans will be pursued.
- 8.6 The Minister as well as the National Commissioner have placed considerable emphasis on the levels of service delivery that are provided to communities by the 1 117 police stations country-wide. The further institutionalising of a professional service ethos by the effective managing of discipline and the facilitating of improved service integrity will support other Programmes such as the Service Delivery Improvement Programme and the Anti-corruption Strategy.
- 8.7 The administering and managing of contracts, agreements and labour requirements; the provision of legal advice in line with organizational requirements; the developing and implementation of the required legislation and managing of civil litigation involving

the SAPS are issues central to the provision of a professional legal advisory and support services within the SAPS.

- 8.8 HR policies signify the intent of the SAPS to intervene in specific directions to ensure proper and effective human resource development and utilisation. The goal of HR Policies is to continuously develop the potential and capabilities of the workforce and to ensure it achieves the set strategic priorities and objectives. The developing, co-ordinating, maintaining and implementing of policies and procedures in support of the relevant governmental policy and strategic priorities of the SAPS, will assist the management and personnel of the SAPS to act accordingly.
- 8.9 The strategic priorities and salient issues within each priority that will focus human resource planning in the SAPS over the medium-term, will be refined on an annual basis with the development of an annual HR Plan that focuses on enabling the implementation of the Strategic Direction of the SAPS through the Annual Performance Plan and performance plans at all levels within the SAPS.

NOTES

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